

# **Alternative Dispute Resolution / Conflict Management Resource Guide**

## **Head Start Information and Publication Center**

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## INTRODUCTION

Managing the inevitable conflicts in positive ways and resolving disputes through alternative proactive means are key within Head Start. Head Start Information and Publication Center developed this guide so that the user may easily locate an extensive array of resources on conflict management, alternative dispute resolution, and peer mediation.

If you have any questions or need assistance, please contact Nanette Lofaro at [nanettel@headstartinfo.org](mailto:nanettel@headstartinfo.org) or call (202) 737-1030.

## BOOKS AND OTHER MEDIA

Carlson, Richard. *Don't Sweat the Small Stuff at Work: Simple Ways to Minimize Stress and Conflict While Bringing Out the Best in Yourself and Others*. Hyperion, 1998.

More than affirmations, Carlson's 100 chapter titles hint at the wisdom and simplicity revealed in brief, easy to read chapters: "Dare to Be Happy," "Create A Bridge Between Your Spirituality and Your Work," "Never, Ever Backstab," "Let Go of Battles That Cannot Be Won," "Admit That It's Your Choice," "Ask For What You Want, But Don't Insist on Getting It." Carlson posits that once the smaller annoyances are put into perspective, you're able to bring out the best in yourself and in others.

DesRoches, Brian. *Your Boss Is Not Your Mother: Creating Autonomy, Respect and Success At Work*. William Morrow, 1995.

Written by a family systems therapist and management consultant, DesRoches explains "why the office so frequently feels like a tense family gathering - and provides concrete techniques for solving the problem." He defines "family patterns" as "repeated sets of behaviors and rules that family members use to interact with each other and maintain the family system" and explains why work environments encourage family patterns. He shows how to resolve difficult relationships and how to acquire skills to function effectively.

Evans, Sybil. *Hot Buttons: How to Resolve Conflict and Cool Everyone Down*. Cliff Street Books, 2000.

The "Conflict Coach" has written a handbook about achieving goals without alienating people. Her Five-Step-Formula identifies emotional triggers that lead to rage and feelings of helplessness. Evans' objective is to enable people to "choose harmony instead of anger between family and friends, and also defuse road rage, cell phone rage, supermarket-line rage, gym rage, restaurant rage, and other banes of this volatile twenty-first century."

### How Can We Communicate Better at Work

<http://www.mediate.com/articles/aphis.cfm>

Prepared by the Department of Agriculture Animal – Plant Health Inspection, this brief article identifies both strategies to improve and obstacles that block effective communication.

*How to Manage Conflict, Anger and Emotion: Control, Confidence & Composure in Even the Most Highly-Charged Situations*. Nightingale-Conant Corporation, 1995.

This audiotape seminar (six tapes and an assessment workbook) offers "scores of ideas for keeping...cool under pressure." Listeners learn how to develop attitudes, techniques, and strategies for anticipating and diffusing difficult situations.

Levine, Stewart. ***Getting to Resolution: Turning Conflict into Collaboration***. Berrett-Koehler Publishers, 1998.

Written by an attorney, the book is based on four premises: (1) Conflict is expensive; (2) Conflict resolution requires a new paradigm of collaboration; (3) Conflict resolution requires using a new systematic approach; (4) Conflict resolution with the model re-establishes productive lives and functional relationships. It is written for "those who work with and for others." Author cautions reader that the model is simple but that applying it is challenging.

Nichols, Geoff. ***Taking the Step Up to Supervisor***. American Media, 1997.

Make the transition to supervisor without problems by gaining a new understanding of the role and by learning new skills to motivate team members, solve problems, and resolve conflicts.

Slaikeu, Karl and Ralph Hasson. ***Controlling the Cost of Conflict: How to Design a System for Your Organization***. Jossey-Bass, 1998

Build collaborative strength within your organization to prevent and/or intervene early in any conflict that may arise.

Toropov, Brandon. ***The Complete Idiot's Guide to Getting Along With Difficult People***. Alpha Books, 1997.

In addition to improved relationships with difficult people, Toropov promises enhanced relationships across the board. Each of the six sections explores a different aspect of "the ins and outs of dealing with difficult people." A checklist and humorous sidebars provide guidance about important concepts and includes warnings about "what not to do."

Van Slyke, Erik J. ***Listening to Conflict: Finding Constructive Solutions to Workplace Disputes***. AMACOM, 1999.

Van Slyke writes "Conflict is the competition between interdependent parties who perceive that they have incompatible needs, goals, desires, or ideas." The book is filled with original exercises, examples, and models that show how to successfully resolve workplace disputes by practicing and perfecting the art of listening.

Zemke, Ron; Raines, Claire; Filipczak, Bob. ***Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace***. AMACOM, 2000.

Examines the dynamics of the multigenerational workplace and offers insights and solutions for understanding differences and resolving conflicts. Describes "generational personalities" for Veterans (b. 1922-1943), Baby Boomers (b. 1943-1960), Gen Xers (b. 1960-1980), and Nexters (b. 1980- ).

## JOURNALS AND NEWSLETTERS

### *Alternatives*

is a "national newsletter covering cutting-edge dispute resolution trends...[a]n authoritative guide for using ADR at companies, firms and the courts... focuses on new ADR developments, techniques and court practices."

CPR Institute for Dispute Resolution,  
366 Madison Avenue, New York, NY 10017.

**Telephone:** (212) 949-6490.

**URL:** <http://www.cpradr.org>

### *The Conflict Management E-Newsletter*

The monthly electronic publication focuses on "the prevention, management and resolution of conflict in the workplace."

John Ford and Associates  
Workplace Conflict Management Services  
81 Echo Avenue, Oakland, CA 94611

**Telephone:** (510) 658-5524

**Fax:** (510) 594-1728

**URL:** <http://www.mediate.com/johnford>

### *Dispute Resolution Journal*

is a "a world-recognized authoritative resource on ADR for advocates, neutrals, parties, educators." Published for 55 years by the American Arbitration Association, each issue contains articles, news, court decisions and book reviews.

American Arbitration Association,  
335 Madison Avenue, New York, N.Y. 10017-4605.

**Telephone:** (212) 716-3972.

**URL:** <http://www.adr.org>

## **CONFLICT RESOLUTION / PEER MEDIATION ORGANIZATIONS**

### **The Center for Teaching Peace**

Coleman McCarthy, 4501 Van Ness Street, NW, Washington, DC 20016

**Telephone:** (202)-537-1372

### **Children's Creative Response to Conflict**

P.O. Box 271, 521 North Broadway, Nyack, NY 10960

**Telephone:** (914) 353-1796

### **Creative Response to Conflict (CRC)**

310 Tulip St., Takoma Park, MD 20912,

**Telephone:** (301) 270-1005,

**Fax:** (301) 270-8508,

**E-mail:** [CRCCA@patriot.net.com](mailto:CRCCA@patriot.net.com).

### **I Can Problem Solve (ICPS)**

Mental Health Association of Illinois, 150 North Wacker Drive Suite 900,  
Chicago, IL 60606

**Telephone:** (312) 368-9070

### **Moral Courage**

c/o Harrington Elementary, 2401 East 37th Avenue, Denver, CO 80205

**Telephone:** (303) 333-4293

### **The National Association for Community Mediation**

1726 M Street, NW, Suite 500, Washington, DC 20036-4502

**Telephone:** (202) 467-6226

**Fax:** (202) 466-4769

**E-mail:** [nafcm@nafcm.org](mailto:nafcm@nafcm.org)

**Contact:** Joanne Hartman or Larry Ray

### **National Association for Mediation in Education (NAME)**

(within the National Institute for Dispute Resolution)

1726 M Street, NW, Suite 500, Washington, DC 20036

**Telephone:** (202) 466-4764

**Peace Education Foundation**

2627 Biscayne Boulevard, Miami, FL 33137

**Telephone:** (305) 576-5075

**Project YES! Gang Violence and Drug Prevention Curriculum**

Orange County Department of Education Media Services

200 Kalmus Drive, Costa Mesa, CA 92626-9050

**Telephone:** (714) 966-4341

**Resolving Conflict Creatively Program National Center**

Educators for Social Responsibility

163 Third Avenue, #103, New York, NY 10003

**Telephone:** (212) 387-0225

**Scared or Prepared**

Lee Center & Associates

1307 Colorado Avenue, Santa Monica, CA 90407-2113

**Telephone:** (310) 394-6017/(800) 733-1711

**Second Step**

Committee for Children

2203 Airport Way South, Suite 500, Seattle, WA 98134-2027

**Telephone:** (206) 343-1223

**Violence Prevention Curriculum for Adolescents**

Deborah Prothrow-Stith

55 Chapel St., Suite 24, Newton, MA 02160

**Telephone:** (617) 969-7100

## **SCHOOL-BASED CONFLICT RESOLUTION / ACTIVE PEER MEDIATION PROGRAMS**

### **Peer Mediation Program: Matilija Junior High School**

703 El Paseo, Ojai, Ca. 93023

**Telephone:** (805) 640-4355

**Program Coordinator:** Denise Thomas

#### **Program Description:**

Our program has just started this school year, the funding was in part made possible by a grant we received from our County School offices and the State of California. We currently have 15 trained peer mediators and since September 13, 1996, we have had 10 mediations take place. We are slowly figuring out the best possible ways to organize our program any suggestions would be helpful.

After completing the first semester with our new Peer Mediation program, our staff at Matilija Junior High feels the program is helping to keep the school climate positive. Students using the program to solve their differences has led to less conflict and confrontations on our campus. Currently I have six 8th grade students who are on call every third period to complete the mediations. My other mediators can be used at various times during the school day. The peer mediators are currently writing a booklet to explain our mediation program to anyone interested. We are also in the process of producing a video that will be used to show a demonstration of peer mediation to others.

I also continue to teach the required quarter class to all our 7th graders. In this class they will learn the basics of peer mediation after learning the concepts of about conflict resolution. This class also explains the area of diversity and how diversity relates to conflict.

### **Peer Mediation Program: John Glenn Elementary**

2385 Horal, San Antonio, Texas 78229

**Telephone:** (210) 678-2885

John Glenn Elementary is a part of the Northside Independent School District.

**Program Coordinator:** Patrick Dierschke

#### **Program Description:**

This is our second year of training 4th and 5th graders in the art of conflict resolution. We have 33 mediators who rotate on a daily schedule for formal sessions, and also informally. Teachers are able to focus on teaching, and our in school suspension rate has decreased dramatically. I have discovered that when students talk to other students about their feelings, you can see a change about them, almost a discovery happening within their belief system. I am very fortunate to be associated with this program, and hope to hear from others soon. We are the World Peacemakers.

**Peer Mediation Program: Lisha Kill Middle School**

Albany, New York

**Program Coordinator:** Mrs. Moehler

**Program Description:**

Mrs. Moehler has been running the peer mediation program at Lisha Kill Middle School for 5 years now and would be happy to field questions anyone might have.

**Peer Mediation Program: Point Pleasant Beach High School**

700 Trenton Avenue, Point Pleasant Beach, NJ 08742

**Program Coordinator:** Barbara Cordasco (Vice Principal)

**Program Description:**

The peer mediation program at Point Pleasant Beach High School has been in place for 3 years. Barbara Cordasco completed her doctoral dissertation on the subject of selection process. Her school sends students to others schools in order to promote the program.

**Peer Mediation Program: The Sheila Mencher School - P.S./M.S. 95**

3961 Hillman Avenue, Bronx, New York 10463

**Program Coordinator:** Herb Bernstein

**Program Description:**

Project STOP ( Schools Teaching Options for Peace) has been at our school for 2 years. We are a kindergarten-8 school. Currently the program involves grades 4-8. We have 20 peer mediators in grades 6-8 and are in the process of training 10 fifth graders to work with the fourth and fifth grades. Since the program began, there are fewer fights and more discussion. We are trying to find funding for our program. If anyone knows of any grants available, we would appreciate hearing from you.

**Peer Mediation Program: Santa Maria Middle School**

Phoenix, AZ

**Program Coordinator:** Dave Ascoli

**Program Description:**

The program is now in its third year since inception. We have 15 mediators for each grade (6-8) for a total of 45. This is the first year I have been involved in the program, I am the 6th grade sponsor. I am currently working on a database that will provide information concerning the number of mediations and success rate. I am also working on implementing a follow-up program so we can go back to the people who have been mediated and get information on how long a "success" works and whether or not the people who have been mediated have had problems with other students.

**Peer Mediation Program: Sierra Vista Jr. High School**

Santa Clara, CA

**Program Coordinator:** Jon Curwen

**Program Description:**

We have a three year old peer mediation program funded at the start by the City of Santa Clara, CA (L.A. County). All students receive some exposure to concepts of mediation as seventh graders and some become trained in the spring to serve as mediators in the fall as eighth graders. We are on the Net at:

<http://www.frazmtn.com/~jcurwen/peermed.html>

I'm the principal of the school and a certified mediator for Los Angeles County. "Catch a spark, stop a wildfire" is our goal in Southern California.

**Peer Mediation Program: Johnston Heights Secondary School**

Surrey, British Columbia

**Program Coordinator:** Nola Holmes

**Program Description:**

This is the third year of our program, which serves our school of 1800 students from grades 8-12. We now have 30 student mediators, all of whom are trained for a week in the summer by local professional mediators. After summer training, our mediators take a course with me where they practise their skills and expand their training.

**Peer Mediation Program: Carus Elementary School**

Oregon City, Oregon

**Program Coordinator:** Richard Alpert

**Program Description:**

We currently have over 50 mediators, trained. This is our second year running this program. We have mediators in grades 3-6. Third and fourth grade mediators work out on the playground, while fifth and sixth graders work on a referral basis. We have training meetings every other Tuesday at which time we get to practice, share successes, and socialize.

**Peer Mediation Program: Penn Manor School District**

Millersville, PA 17551

**Program Coordinator:** Rebecca H. Meyer, D.Ed

**Program Description:**

I am a coordinator of peer mediation programs in the three elementary school buildings in which I serve as an elementary counselor. I also serve as trainer with other colleagues of mine. Our school district presently has a peer mediation program in 7 out of 7 of its elementary buildings. We are in the heart of Lancaster County, home of the Amish and plain sects. We have had the program for approximately 4

years with about 10 - 12 mediators in each school. Our district's home page is [www.pmsd.k12.pa.us](http://www.pmsd.k12.pa.us).

I did my doctoral dissertation on the use of at-risk students as peer mediators and the effect upon their behavior, self-esteem, etc. I am also presently working with the "Peaceable Schools" concept and have total building programs of violence prevention set up with a first grade 12 week curriculum, etc. and other reinforcements in place.

**Peer Mediation Program: McKenzie-Smith Bennett School**

Acton, Ontario, Canada

**Program Coordinator:** Kevin Dorscht

**Program Description:**

I am coordinating a Peer Mediation/Helping program. I have developed two programs called "The ROK Group - Reaching Other Kids" and the "Special Friends Program" and they have been working well. We have been running these programs for 7 years and this year have combined both to offer students some preventative intervention as well as mediation. We have over 20 mediators and helpers at our school in grades 7 and 8.

**Peer Mediation Program: Northville High School**

Northville, Michigan

**Program Coordinator:** Suzanne Omiatek

**Program Description:**

Peer Mediation has been in existence since 1996 second semester. Students can only be in the program for three semesters. There are thirteen trained students second semester now, but there were seventeen first semester. We have had a number of mediations over the past year and almost all have been successful! The teachers seem to like the program and have learned more about Peer Mediation by having their classes come in to our Peer Mediation room and having Mediators explain what the program is and where they can reach us in case they ever need a mediation. We are presently involved in creating a video to help out Mediators for next years program.

**Peer Mediation Program: Margaret Beeks Elementary School**

709 Airport Road, Blacksburg, Virginia 24060

**Program Coordinator:** Gladys Hughston

**Program Description:**

This is the second year for the Peer Mediation program at our school. Our school has 16 trained mediators who work with 460 students, grades preschool-fifth. Students are on duty on a rotating basis and serve by walking the halls and working with students who have referred themselves for mediation. This year the mediators have student athletes from a local university who have trained with them and are mentors for our program.

## **Internet Sites**

### **BIBLIOGRAPHIES**

**Alternative Dispute Resolution Practitioners Guide Bibliography.**  
<http://www.usaid.gov/democracy/pdfs/pnacb895.pdf>

**Arbitration and Mediation Resources.**  
<http://fedlaw.gsa.gov/legal89.htm>

**Bibliography of Organizational Conflict Management**  
<http://www.mediationworks.com/dmi/rsch/bibcr.htm>

**Conflict Research Consortium: Core Literature Abstracts**  
<http://www.colorado.edu/conflict/abstract.htm>

**Conflict Resolution Education Research and Evaluation Synopsis and Bibliography 1998**  
<http://www.crenet.org/Research/bibliography.htm>

**Conflict Resolution Programs in Schools**  
[http://www.ed.gov/databases/ERIC\\_Digests/ed338791.html](http://www.ed.gov/databases/ERIC_Digests/ed338791.html)

**Dispute Avoidance and Resolution Techniques ADR Bibliography**  
[http://www.adr.af.mil/general/bib\\_avoid.htm](http://www.adr.af.mil/general/bib_avoid.htm)

**The Free Management Library**  
<http://www.mapnp.org/>

**Office of Personnel Management: Alternative Dispute Resolution Resource Guide**  
<http://www.opm.gov/er/adrguide/toc.htm>

**Readings in Dispute Resolution: A Selected Bibliography**  
<http://www.peacemakers.ca/bibliography/bibintro99.html>

**Social and Environmental Conflict: Bibliographic Resources**  
<http://www.conflictresearch.com/framing/bibliography.htm>

## **GUIDELINES**

### **A Due Process Protocol for Mediation and Arbitration of Statutory Disputes arising out of the Employment Relationship**

<http://www.ilr.cornell.edu/alliance/Due%20Process%20Protocol.htm>

### **Mediation Opens Door to Amicable Dispute Resolution**

[http://www.ldonline.org/ld\\_indepth/legal\\_legislative/mediation.html](http://www.ldonline.org/ld_indepth/legal_legislative/mediation.html)

## **JOURNALS AND NEWLETTERS**

### **ADRonline Monthly**

<http://www.ombuds.org/center/adronline.html>

### **African Journal in Conflict Resolution**

<http://www.accord.org.za/web.nsf>

### **American Review of International Arbitration**

<http://www.jurispub.com/books/rev.htm>

### **Arbitration International Journal**

<http://www.wkap.nl/jrnltoct.htm/0957-0411>

### **Cardozo Online Journal of Conflict Resolution (COJCR)**

<http://www.cardozo.yu.edu/cojcr/index.html>

### **Center for Peacemaking and Conflict Studies (PACS) Bookshop,**

<http://www.fresno.edu/pacs/bookshop.shtml>

### **Collective Bargaining Network ListServ**

<http://www.irra.uiuc.edu/Listserv/CBN/listserv.htm>

### **Conflict Management E-Newsletter**

<http://www.mediate.com/johnford>

### **Conflict Management in Higher Education Report**

<http://www.campus-adr.org/CMHER/Newsletter.html>

### **Conflict Resolution Newsletter by Mediate.Com**

<http://www.mediate.com>

### **CRInfo Newsletter**

<http://www.crimfo.org>

**Dispute Resolution Journal**

<http://www.adr.org>

**Education for Peace**

<http://www.atriumsoc.org/Bookstore/bookstor.html>

**Harvard Negotiation Law Review**

<http://www.pon.harvard.edu>

**Human Resources Network ListServ**

<http://www.uiuc.edu>

**Institute for Environmental Negotiation, University of Virginia**

<http://www.virginia.edu/~envneg/mediator.html>

**Negotiation Journal, Harvard Program on Negotiation**

<http://www.pon.harvard.edu/publ/negojnl/index.html>

**Ohio State Journal on Dispute Resolution**

<http://www.law.ohio-state.edu/JDR/JDRHOME.htm>

**Online Dispute Resolution News**

<http://www.odrnews.com/>

**Online Journal of Peace and Conflict Resolution**

<http://www.trinstitute.org/ojpcr/>

**Peace and Conflict Studies**

<http://www.gmu.edu/academic/pcs/>

**Perspectives on Work**

<http://www.press.uillinois.edu/journals/pow.html>

**Research in Social Movements, Conflicts and Change**

<http://www.personal.kent.edu/~pcoy/>

**Resolutionary Newsletter**

<http://lists.webvalence.com/sites/theresolutionary/>

**ONLINE DISPUTE RESOLUTION**

**ADROnline Monthly**

<http://www.ombuds.org/center/adronline.html>

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**CyberSettle**

<http://www.cybersettle.com/>

**Resolution Forum, Inc.**

<http://www.resolutionforum.org>

**Resolve It Now** (blind bidding process)

<http://www.resolveitnow.com/>

**SettlementOnline** (blind bidding process)

<http://www.settlementonline.com/>

**SettleOnline** (blind bidding process)

<http://www.settleonline.com/>

**ONLINE DOCUMENTS**

**Best Practices of Private Sector Employers**

<http://www.eeoc.gov/task/practice.html>

**Collaborative Approaches: A Handbook for Public Policy Decision-Making and Conflict Resolution**

<http://www.odrc.state.or.us/ppdrpbk.pdf>

**Communication Skills Test**

[http://www.queendom.com/tests/relationships/communication\\_skills\\_r\\_access.html](http://www.queendom.com/tests/relationships/communication_skills_r_access.html)

**Conflict Research Consortium Working Papers**

<http://www.colorado.edu/conflict/workpap.htm>

**Conflict Resolution Programs in Schools**

[http://www.ed.gov/databases/ERIC\\_Digests/ed338791.html](http://www.ed.gov/databases/ERIC_Digests/ed338791.html)

**Consumer Guide to Selecting a Mediator**

<http://www.ajc.state.ak.us/Reports/mediatorframe.htm>

**Devising a Government Complaint System: Guide to Good Practice.**

<http://www.state.ak.us/local/akpages/LEGISLATURE/ombud/complsys.htm>

**Dispute Avoidance and Resolution: Best Practices for the ASP Industry**

<http://arbitrator.wipo.int/events/conferences/2000/presentations/alishah>

**Education for Peace in the 21<sup>st</sup> Century**

[http://www.upeace.org/ny\\_report.pdf](http://www.upeace.org/ny_report.pdf)

**Finding and Hiring Quality Neutrals: What Every Government Official Needs to Know**

<http://www.convenor.com/madison/fh.htm>

**Guide to Practitioners and Researchers**

<http://www.crinfo.org/guide/>

**Guidelines for a Board of Dispute Avoidance**

[http://www.austlii.edu.au/au/other/acdc/Guidelines/Gu7\\_Guid.html](http://www.austlii.edu.au/au/other/acdc/Guidelines/Gu7_Guid.html)

**Guidelines for the Design of Integrated Conflict Management Systems within Organizations**

<http://www.acresolution.org/research.nsf/articles/B4F078D078A4566385256A490049FD9D>

**Inventory of Conflict and Environment, Case Studies**

<http://www.american.edu/projects/mandala/TED/ice/iceall.htm>

**Office of Personnel Management, ADR Resource Guide**

<http://www.opm.gov/er/adrguide/adhome.html-ssi>

**Performance Based Assessment: A Methodology, for use in selecting, training and evaluating mediators**

[http://www.colorado.edu/conflict/Theory\\_to\\_Practice/Method.pdf](http://www.colorado.edu/conflict/Theory_to_Practice/Method.pdf)

**Rising Trends in EEO Complaint Caseloads in the Federal Sector**

<http://www.gao.gov/archive/1998/gg98157b.pdf>

**School Conflict Resolution Training: What You Need to Know to Select a Trainer (Consumer Guide)**

<http://www.state.oh.us/cdr/Brochures/cgscmtrainer.htm>

**Transformative Approaches to Conflict**

<http://www.colorado.edu/conflict/transform/index.html>

**What Motivates You?**

<http://pertinent.com/pertinfo/business/exercises/motivate.html>

## **ORGANIZATIONS**

### **Appalachian Peace and Justice Network**

<http://www.frognet.net/~apjn>

### **Association for Conflict Resolution**

<http://acresolution.org/>

### **CPR Institute for Dispute Resolution**

<http://www.cpradr.org>

### **Conflict Resolution Education Network/CREnet**

<http://www.crenet.org>

### **CRInfo**

<http://crinfo.org>

### **Head Start Information and Publication Center**

<http://www.hsipc.org>

### **The Institute for Conflict Analysis and Resolution at George Mason University**

<http://web.gmu.edu/departments/ICAR/>

### **Mediate.com**

<http://www.mediate.com>

### **Special Education Mediation Program**

<http://www.nysdra.org/special.html>

### **Teacher Talk -- Peer Mediation**

<http://education.indiana.edu/cas/tt/v2i3/v2i3toc.html>